

15 September 1964

MEMORANDUM FOR: Executive Officer to the DD/S

SUBJECT : TDY Travel of Senior Support Personnel

REFERENCE : Study, same subject, by SSA-DD/S, attached.

1. While I haven't found the time in the past several weeks to work up procedures to implement the proposal which accompanied the Reference, I have given it some thought, and this is the way it begins to shape up to me.

2. The proposal, that senior support officers systematically visit all Stations and Bases during TDY trips, and observe, examine and report on support matters at all installations visited, conjures up two principal considerations:

a. What Stations and Bases do we wish the travelers to visit?

b. What information do we wish them to collect, (or impart), during these visits?

3. Response to Consideration a. depends on the time the traveler has to spend on the trip and the Stations and Bases in which he has primary interest. When senior officers request permission to make a trip, the extent to which they can expand their itinerary to include Stations and Bases beyond their immediate interests could be determined. As many additional Stations or Bases as can be efficiently covered should be added to the itinerary. In due course, with enough trips to the field, all outlying posts could be visited by senior support personnel.

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4. Response to Consideration b., which is where I think this project should start, takes a lot more doing. It could be fulfilled by drawing up an outline consisting of the questions we want answered. The outline could include questions concerning field application of current regulations or directives in the following areas:

a. Housing:

- (1) Leases
- (2) Rents
- (3) Furniture and Fixtures
- (4) Drapes
- (5) Appliances
- (6) Key Money
- (7) Gardeners, Watchmen, etc.

b. Vehicles:

- (1) Official requirements for transportation.
- (2) Family requirements for transportation.
- (3) Operation and maintenance problems.
- (4) Transportation and traffic conditions at the post.

c. Contract Employees:

- (1) Wage Scale
- (2) Fringe Benefits
- (3) Conditions of Employment
- (4) Recruiting Problems

d. Overtime:

- (1) Why is it worked.
- (2) How much is worked.

- (3) Does it reflect need for more people.
- (4) Does it reflect unnecessary work being done.
- (5) What is the problem.

5. These and many more questions would produce information which would provide a basis for comparison of the application of support regulations which delegate certain authorities to the field in these areas, between Stations and Bases and between geographical areas. The reason for the outline is to insure that all of the questions which we would like answered are explored by the traveler. In this way we are not restricted to his area of primary interest.

6. An equally important and possibly more important role for the traveler to perform is to advise field personnel on the full utilization of the authority which is delegated to them. Ignorance of the full and proper use of delegated authority is often behind abuses and inequity in the application of the regulations in the field. Based on his background as a senior officer and on his experience as he goes from Station to Station and Base, the officer can correct many of the abuses and redress many of the inequities on the spot. This kind of assistance or advice would be especially useful in small installations where there is a minimal support staff.

7. This information would be useful to the DD/S and DD/P alike. It would reveal to the DD/S the degree and the methods used in implementing delegations of authority at the field level. It would provide the DD/P operational areas with information they do not normally receive in regular reports. With this information they would be better able to assist Station Chiefs in achieving the most effective application of support regulations, delegations of authority, and principles of management.

8. I suggest, as a start, that a memorandum be addressed to the Chiefs of Support in DD/P soliciting questions they would like answered through this kind of a mechanism. The aforementioned outline could be drawn from these questions. Another, and in my opinion a better, way is to personally discuss this subject with each of the Support Chiefs. Perhaps a better understanding of the kind of information which would be most useful would evolve from a discussion of the subject, rather than the circulation of a letter on the subject.

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O-DD/S

Attachment
As stated above.

ORIGINAL DOCUMENT MISSING PAGE(S):

Attachment